

Held w/E

27 JUN 1984

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM:

Executive Director

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SUBJECT: The Excellence Campaign

1. The Director initiated the campaign for excellence and the search for an Agency credo about six months ago. This memorandum summarizes accomplishments on the action items that arose as a result of the campaign. The detailed record of accomplishments on specific improvements suggested by the Excellence Task Force and announced by the DCI is provided as an attachment.

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2. On 18 April, you asked me to look into a number of specific actions. Responses to your items of interest follow; some are also included in the attachment.

Get DDs views on delegation of authority for cash awards (up to \$1,000) to office/division level: At a meeting of the DDs, it was decided that office directors would get authority for cash awards. This has been implemented.

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E Career Service should have a Trends and Highlights program: OTE is assisting the DDs in developing such courses and the Planning Staff is working with OTE to include E Career Service information.

D/PAO should be on the lookout for opportunities for senior personnel to speak to responsible groups: The D/PAO is intensifying his ongoing effort to match senior officers with requests for speakers.

A look should be taken at doing more on dual career tracks: This will be one of the subjects explored in the course of developing a manpower strategy as called for in the Addendum to the CIA Strategic Plan.

Clarify what is being done and what else should be done on temporary clearances for spouses: Policy guidance was issued in Headquarters Notice dated 8 June 1984.

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Charge someone with the responsibility to study the impact of technology on people, jobs, and our office environment: This, too, will be part of the manpower strategy mentioned above. In addition, terms of reference are now being developed

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by the Planning Staff for a study of the impact of ADP technology on the way we do our business in the future.

See that the DDA provides needed assistance to the DDs for holding career days: The DDA is providing this assistance. The first career days are scheduled for the fall (DDA, DCI Area). [redacted]

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3. The Agency has done a good job of implementing most of the approved Task Force recommendations. Several longer term actions will bear watching to assure their timely analysis and consideration, including:

-- continued search for ways of reducing unnecessary paperwork and procedures;

-- creation of a phased retirement program;

-- development of CIA retirement options beyond CIARDS and the Civil Service; and

-- creation of special pay scales for high technology jobs.

The Steering Group on Personnel (composed of the Executive Director as Chairman, the ADDs, and the Director of Personnel) established in the 1984 Addendum to the CIA Strategic Plan could be used to monitor progress on these items. [redacted]

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4. Another aspect of the Excellence theme should receive more attention now. We need to encourage all concerned to think more positively and complain less about the temporary inconveniences caused by the construction activity. [redacted]

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Attachment

Distribution:

Orig - Addressee w/att

1 - ER w/att

1 - PS (Excellence) w/att

1 - ExDir w/att

[redacted] JAL (20 June 1984)

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EXCELLENCE CAMPAIGN ACTIONS*

Delegate assignments of SIS-1 and SIS-2: Done via SIS Notice 22 dated 20 April 1984.

Delegate authority for awards up to CIM to Heads of Career Services: Done via D/Personnel memorandum dated 16 April 1984.

Delegate approval of cash awards [] to Career Service Heads: Done via D/Personnel memorandum dated 16 April 1984. Authority was further delegated to office heads []

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Delegate control of FTE to Office Heads: Done by directorate internal action.

Look at administrative practices to determine where we can streamline procedures: Continuing action. [] DDA, has produced and distributed a flyer requesting ideas.)

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Make annual work plans optional: Done; DD internal actions. Policy guidance was issued in [] dated 30 May 1984; [] is also being amended.

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Eliminate the requirement for separate promotion recommendations: Done.

Get more news out through AIM: DDA ongoing action.

Develop directorate Trends and Highlights courses: OTE has the action to assist directorates in planning the courses.

Hold periodic briefings on benefits: The first such session was held 5-7 June 1984.

Share feedback from IG surveys: Done; O/IG will include statement in either the cover letter or forward of inspection reports to stimulate sharing findings and involving employees in problem solving.

Conduct health fairs and publish a health newsletter: The first of these will be held in the fall, and OMS will publish a classified health newsletter.

Have senior officers selectively speak to responsible groups: PAO is intensifying its ongoing program of matching senior officers with requests for speakers.

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Begin concerted effort to improve quality of life: Modifications to corridor lighting have already succeeded in brightening the atmosphere. Other enhancements will follow, including cafeteria redecoration.

Upgrade current physical fitness facilities and include in new building: A new track has been installed; Nautilus equipment is being acquired and the existing physical fitness area is being redecorated. There are plans for inclusion of fitness facilities in the new building.

Develop basic introduction for new employees: Credo and Checklist of Principles have been integrated into the introductory courses.

Waive time-in-grade for promotion criteria for excellent performers: D/Personnel has reaffirmed existing policy.

Emphasize dual-career track: This will be considered in the context of the manpower strategy called for in the 1984 Addendum to the CIA Strategic Plan.

Eliminate giving 8-hour rule for overtime: Done via [] 25X1 dated 10 May 1984.

Provide temporary clearances for spouses: Done; policy issued in [] 25X1 dated 8 June 1984.

Provide additional compensation for service overseas: D/Personnel has drafted a recommendation.

Create special pay scales for high technology jobs: Under study by D/Personnel.

Abolish clerical/professional/technical labels: The term professional is being reserved to characterize attitude and performance, not jobs. Where "professionals" was used formerly, the term "officers" will be used henceforth.

Study the impact of technology on people, jobs, and the office environment: The Planning Staff is preparing terms of reference for such a study for approval by the Executive Director. Once approved, the Planning Staff intends to complete the study by year's end.

Consider a phased retirement program: D/Personnel is drafting recommendations.

Develop CIA retirement options: D/Personnel is drafting recommendations.

Eliminate property requisitioning authority: [] 25X1 dated 11 May 1984 delegates authority for small purchases.

Provide directorate-level resources for task forces on special problems: DDA is accomplishing with advisory group (deputy office

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heads); and also is using 10 positions for interim career trainee assignments.

Abolish shorthand requirement for promotion: This never was an Agency requirement but DDs have taken internal actions. Shorthand will continue to be a requirement for some positions.

Make criteria for rating managers more specific: The Director of Personnel is drafting a memorandum to the Executive Director with his recommendations.

Develop checklist for orienting new employees: The D/Personnel has provided guidance to component personnel officers for development of the checklist.

Relax security restriction on family visitation days: Done via [] dated 13 April 1984; implemented for visit day of 28 April 1984. 25X1

Provide WAE contracts to non-staff spouses performing operational support work overseas: Present regulations permit this. No specific action required.

Institute periodic career days: The first of these is scheduled for the fall. The D/A will assist the other directorates.

Include a specific reference to excellence on promotion certificates: D/Personnel is modifying the certificate.

Create certificates granting career status marking end of probationary periods: D/Personnel charged with designing a certificate.